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MAGAZINE OF THE MILITARY SEALIFT COMMAND

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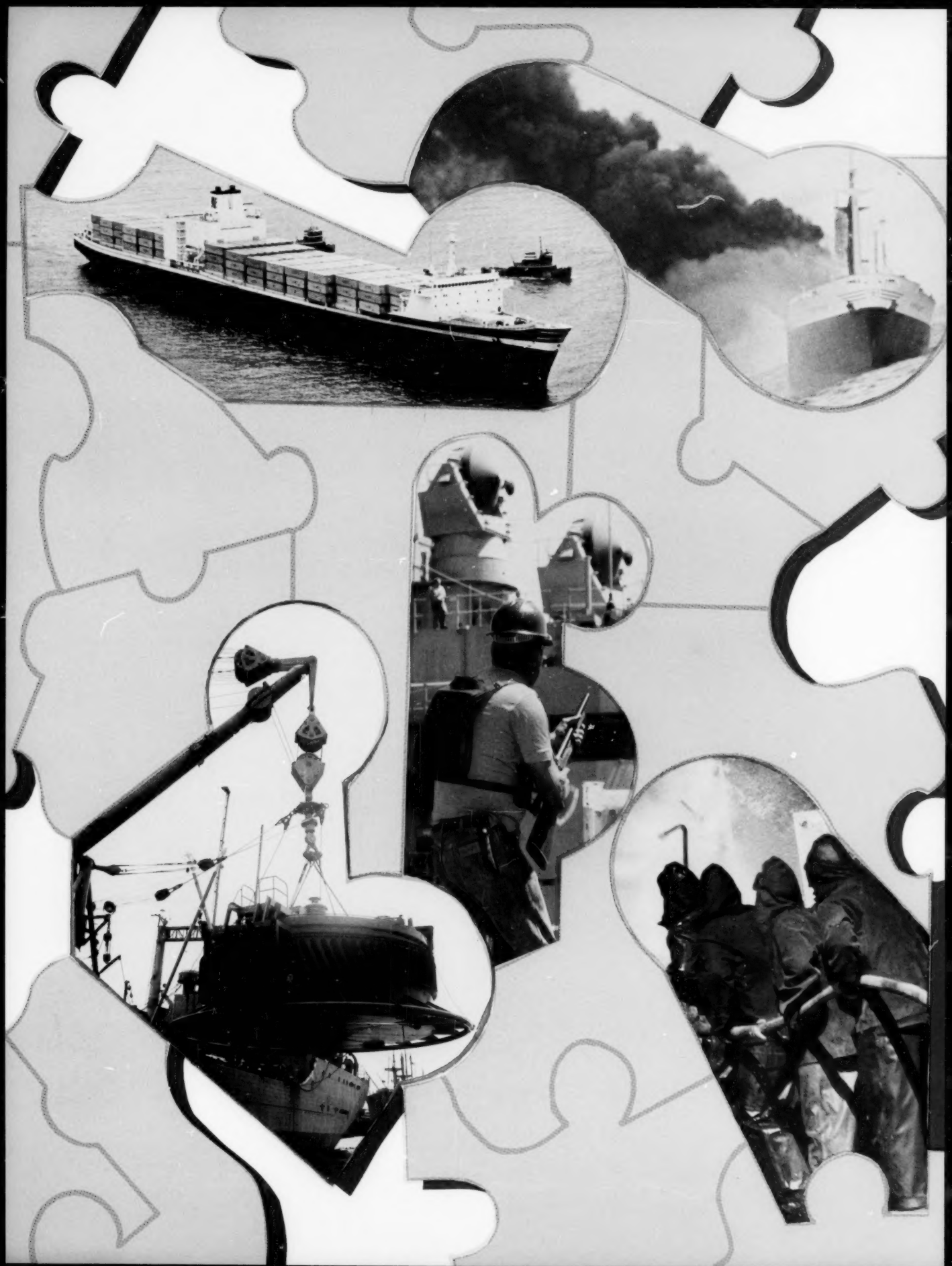
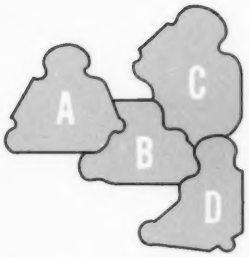
AREA COMMANDERS PUTTING THE PIECES TOGETHER





COVER: The area commanders; (A) Captain Darrell D. Ruebsamen, Far East, (B) Rear Admiral William M. Pugh, Atlantic, (C) Rear Admiral William S. Guest, Pacific and (D) Captain Herman E. Fritzke, Eastern Atlantic and Mediterranean. Concept by Howard Rosenberg, design by Bonnie D. Hooven.

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The Past

A Prologue to the Future

By Rear Admiral John D. Chase
Commander, Military Sealift Command

In this issue of Sealift appear year-end reports from each Military Sealift Command area commander. As in past issues, their reports reflect many outstanding successes in day-to-day operations. All highlight professional performance and heroic rescues by MSC civil marine personnel, and share one other common theme. In a word, that theme might be labeled "change."

This year, in October, MSC will observe its 25th anniversary. But, 1974 is not a year in which we will perform the same old tasks in our normally outstanding manner. While the command is the single manager operating agency for Department of Defense sealift, it is not a static organization. There were substantial changes in 1973. There will be more in 1974.

"There were substantial changes in 1973. There will be more in 1974."

One significant 1973 accomplishment was the launching of USNS Sealift Pacific in November at Todd Shipyards, San Pedro, Calif. Last month, two other tankers were launched in a two-coast ceremony on the same day, January 26. Following launching of USNS Sealift Arabian Sea at Todd and USNS Sealift Atlantic at Bath Iron Works, Bath, Maine, three of the nine tankers being built by private investors for long term MSC charter now are in the water. All nine are scheduled to be delivered to MSC by early 1975. And all will be delivered at cost, and having met MSC specifications. That is a record to be proud of.

Build and charter procurement is not a new concept. Since 1957, MSC has secured approximately 20 ships built for MSC charter. Nevertheless, by simultaneously securing nine tankers via build and charter procurement, we have opened new doors. We may eventually get other ships in this same manner, notably ships which can be used in our growing Navy fleet support mission.

In May 1973 I made a presentation on MSC and build and charter procurement to the Seapower Subcommittee, House Committee on Armed Services. I later briefed staffs of several other Senate and House committees which have an interest in sealift and in ship procurement. It is fair, I think, to report that there is growing Congressional interest in build and charter procurement as a means of replacing obsolete Government owned vessels.

Supporting that point is the view of Senator William Proxmire. As you know, he does not automatically endorse every Defense procurement program. Yet, in late

"It's obvious that when requirements decline, forces and assets must follow suit."

1973, in a dialogue with U.S. Comptroller General Elmer Staats, he indicated that he thought the building and chartering of nine tankers represented a good deal for the government, and for the taxpayer.

Mr. Staats concurred. However, he also pointed out that he felt Congress should be involved in reviewing and approving future build and charter programs—their requirements and their justification. He recommended

"Addition of fleet support vessels created some 700 jobs in 1973."

legislation to assure Congressional involvement. Navy and Defense concur with his view which was previously expressed in an August 1973 report by the General Accounting Office. Defense has coordinated proposed legislation which the chairman of the Seapower Subcommittee asked me to provide, and it should now be before Congress.

The past year began on a high note with signing of the ceasefire agreement and withdrawal of U.S. military forces from South Vietnam. Much of the sealift activity which was necessary has been covered by the commanders of MSC, Far East and MSC, Pacific in their reports. I would like to add, however, a personal comment. Whether rushing needed supplies to the South Vietnamese as part of Projects Enhance and Enhance Plus, or removing unneeded U.S. military equipment as part of Roll-up, MSC ships and crews, and ships and crews of the merchant marine were simply outstanding.

Following withdrawal of U.S. forces from Vietnam came an inevitable reduction in both the MSC ship inventory and personnel strength. It's obvious that when requirements decline, forces and assets must follow suit. For MSC, changing strength and structure to correspond to changing requirements is not a new process. The command is expected to have both the flexibility required to respond to emergency requirements—such as those during Korea and Vietnam—and the ability to shed "extra weight" when streamlining is demanded.

In Fiscal Year 1969, command expenditures totaled $1.3 billion. Predicted expenditures for Fiscal Year 1975, which begins in July, are $622.4 million. That is less than half of 1969 expenditures and reflects the decline in Defense worldwide sealift requirements. While fiscal years and calendar years do not correspond, I believe it is accurate to say that we can expect to carry only about half as much cargo—and provide half as much money for the maritime industry—during calendar 1974 as in 1969.

Reductions during 1973 in MSC personnel strength and in the ship inventory help tell the story. At the beginning of the past year, MSC controlled a fleet of 221 ships. At the end of 1973, the controlled fleet included only 152 ships, a net decline of 69.

At the beginning of 1973, MSC personnel in seagoing billets totaled some 6,350 and another 1,900 filled shore billets. By the end of 1973 overall strength had been reduced to 6,400. About 4,700 were assigned to MSC ships and 1,700 to ashore jobs. Approximately 1,800 jobs were cut—the direct result of declining sealift requirements, or economic considerations which caused layup of special project vessels.

But, the cutbacks could have been greater. Addition of fleet support vessels created some 700 jobs in 1973 which were filled by crewmen who had manned other MSC ships.

Again, the area commanders have reported on new additions to the MSC fleet support force. Among them were Taluga, Passumpsic and Marias, all fleet oilers, and Thor, Aeolus and Neptune, all cable layers. Also transferred to MSC by Navy fleets were two fleet tugs, Mosopelea and Lipan. Previously, Taluga had been assigned to MSC and that ship has earned an enviable reputation in support of Navy fleet units.

"Breakbulk vessels, long the backbone of contingency sealift capability, are disappearing from the seas."

Based on operations of fleet support ships to date, I am confident that the command's fleet support mission will continue to expand. Civil Service manned ships free military men for duty aboard combatant ships, while providing the capability Navy fleets require if they are to meet international security commitments.

During 1973, violence erupted in the Middle East which might well have become an even larger conflict. In this case, U.S. logistical support of Israeli forces was handled largely by high priority jet airlift. MSC was not directly involved.

However, many lessons were relearned as the result of that conflict—one being that sealift still is absolutely

Mildred Bowers, wife of Assistant Secretary of the Navy Jack Bowers, breaks the traditional champagne bottle over bow of Sealift Arabian Sea.

necessary to transport huge volumes of material, supplies and equipment needed to sustain military forces. Israel used its own ships, and those it chartered, to deliver what airlift could not handle.

At the same time, however, U.S. forces which were placed on alert generated sealift requirements. These were met by MSC, by Navy fleet ships, and by commercial tankers and cargo carriers. Although requirements were fulfilled, reductions in the MSC fleet and in the strength of the merchant marine did have an impact on responsive capability. It was not always true that the numbers and most desirable types of ships were immediately available, when and where needed.

Today, the U.S. Merchant Marine includes only 572 privately owned ships, 1,000 tons and over. Of these, 179 are freighters and 234 tankers. More than 125 are intermodal carriers, container ships, barge carriers or roll-on, roll-off ships.

New ships being built are by and large also intermodal carriers, huge tankers or liquified natural gas vessels. Breakbulk vessels, long the backbone of contingency sealift capability, are disappearing from the seas. The lesson is obvious. We must learn to use the ships which will exist.

That is why MSC in 1973 supported tests to learn how to unload container ships in the open sea. It is why we launched the BARTAP program. BARTAP, or Barge Transportation Appraisal Program, involving all military services, sought to find the best means of using barge ships in peacetime, and in a contingency to support worldwide forces of our nation.

No matter how successful we have been, one fact is clear. Somehow we have to maintain an adequate force of breakbulk ships to supplement the more modern vessels in the merchant marine.

"Despite our considerable reputation as a 'can-do' organization, we can not rest on our laurels."

Again, area commanders have reported in some detail on operations of our special project ships, fleet support vessels, our tanker fleet, and on the contributions of the merchant marine. But, I would like to note that I have been particularly pleased by accomplishments of our ships' crews during 1973. Typical is the performance of

USNS Harkness and Wyman crewmen during visits to the Soviet Union, earning commendations from both Soviet and U.S. embassy personnel. In 1973, even though no longer in operation, USNS Huntsville received a Distinguished Sea Rescue Award for rescue of 12 survivors of the beached and burning Fiona C., a foreign vessel. USNS Hayes made headlines when she rescued 36 from another burning foreign ship, the Greek freighter Eurygenes. USNS Norwalk rescued three survivors from a disabled yacht. These are examples of seamanship and regard for fellow men which set a high standard for men of the sea.

During 1973, commercial ships carried 94 per cent of all military cargo. In Vietnam, and on the seas, crewmen of U.S. flag cargo ships also risked their lives, and again demonstrated that American seamen are the very best in the world. Commercial tankers were involved in underway replenishment operations, as part of both training and operational missions, and they performed as they always have, superbly.

There are many ships and many operations I might cite as examples of 1973 accomplishments. Corpus Christi Bay returned to the active rolls and carried out an extremely important classified mission. Wyman, and Wheeling, Chauvenet, Lee, Maumee, Callaghan, the Falcon ships, U.S. Line Challengers, Seatrain heavy lift ships, Sealand container vessels, the barges and tugs of Alaska Barge and Transport Co., the list is endless. To commend the many ships and crews that performed so well in the service of MSC and their country would require an entire issue of Sealift—if not several issues. That being the case, I can merely again offer a Well Done to every crew of every ship which operated in support of MSC during 1973.

The same goes for those who worked ashore, in MSC offices, in shops or dock areas, wherever their tasks took them. This year we will observe our 25th anniversary. Despite our considerable reputation as a "can-do" organization, we can not rest on our laurels. We must continue to improve our operations, our relationships with the unions and with maritime management, and our service to the services.

The area commander reports provide a means of looking back, of reviewing MSC accomplishments in 1973. But, they also suggest a theme for the coming year, to do more in '74. ⚓

The first tanker to be built by Bath Iron Works in its 84-year history, USNS Sealift Atlantic, hits the water at Bath, Maine, January 26.

Yesterday, Today

"*B*ut it is a resource of defense that our navigation will admit neither neglect nor forbearance. The position and circumstances of the United States leave them nothing to fear on their land board and nothing to desire beyond their present rights. But on their seaboard they are open to injury, and they have there, too, a commerce which must be protected. This can only be done by possessing a respectable body of citizen seamen, and of artists and establishments in readiness for shipbuilding."

"*B*ut if particular nations grasp at undue shares of our sea commerce, and most especially if they seize on the means of the United States to convert them into aliment for their own strength and withdraw them entirely from the support of those to whom they belong, defensive and protecting measures become necessary on the part of the nation whose marine resources are thus invaded, or it will be disarmed of its defense, its productions will lie at the mercy of the nation which has possessed itself exclusively of the means of carrying them, and its politics may be influenced by those who command its commerce."

Thomas Jefferson, 1793

"*F*rom the diminished state of ship building in America, and the ruinous restrictions to which our vessels are subject in foreign ports; from the distressed condition of our commerce, languishing under the most disgraceful inequalities, its benefits transferred to stronger . . . who neither have treaties with us . . . nor are friendly to our commerce, Congress must act."

"*M*aritime, as a branch of industry it is valuable, but as a resource of defense essential. When those nations who may be our principal carriers shall be at war with each other, if we have not within ourselves means of transportation, our produce must be exported in belligerent vessels at the increased expense of our war freight and insurance, and the articles which will not bear that must perish on our hands."

From a report by a group of shipbuilders in Charleston, S.C., 1784

and Tomorrow

By Robert A. Carl

Thomas Jefferson and shipbuilders of the late 1700s could well be speaking today at a Propeller Club or Navy League luncheon. Their calls for a strong merchant marine to guarantee the defense of our country are as true in the 20th century as they were nearly 200 years ago.

The historic reason for the decline of the United States' merchant marine after the clipper ship era was the fact that the United States obtained maritime supremacy by actual merit. It was an economic development, not the result of any kind of political or similar stimulation. The United States did not gain or hold supremacy because this nation could build ships cheaper or because crew wages were less. American ships won out simply because they were able to produce more ton-miles per dollar than their competitors.

But, this country lost its early supremacy with advent of the more economical (per ton delivered) steamship and has never really regained a dominant role in international maritime commerce, even though the U.S. maritime industry pioneered containerization to gain at least a foothold in competition with other maritime nations.

The Merchant Marine Act of 1970, the first significant maritime legislation since 1936, has done a great deal to aid renewed effort in developing a stronger American merchant fleet. The results of this act already are visible in the form of merchant ships. In particular it has helped U.S. shipyards finally achieve significant new construction—just in time to avert the collapse of several vitally needed yards. Unfortunately, for our defense needs, the new program has been unable to produce the type of breakbulk sea carrier still needed by the Department of Defense.

The newer ships are comprised of LASH, Seabee, roll-on, roll-off vessels, container ships (non-self-sustaining), LNGs and oilers, of which only the LASH, Seabees and Ro-Ros are readily adaptable to defense needs. Rarely do military actions take place in sophisticated areas where port, rail and highway facilities are open and readily available. Therefore, as productive as the non-self-sustaining container ships are, and certainly they do give us an economic maritime lift, ways and means must be studied in order that these ships can be utilized effectively in areas where sophisticated loading and discharging facilities are not available.

Many studies already have been conducted to overcome inherent problems and experiments are still going forth, such as the recently concluded OSDOC II (Offshore Discharge of Container ships). But, if these studies and experiments prove anything to date, they highlight the cost of sophisticated discharge equipment for the container ships, and the confused thinking on the subject. It is well and good to have found that we can build support ships with heavy lift gear to work container ships, use helicopters, or design reserve tracks and cranes for mounting in the container ships in emergencies, though at a high cost and sometimes dubious results.

Unfortunately most studies have been made only under military auspices with Washington-based analysts. I believe it is necessary to conduct more meaningful studies in these areas by also calling on the real experts for their knowledge, the leaders and men of the longshore unions, the seafaring unions and successful container ship owners and operators.

They alone can provide Defense with the background and knowledge needed to identify and develop economical ways to make the non-self-sustaining container vessels applicable to military needs in any contingency, at the least cost. Much as I value the input of analysts, I would like to see a study group composed of men like Harry Bridges, Ted Gleason, Anthony Scotto, Mel Barisic, Paul Hall, Jesse Calhoun and others too numerous to list. These men, along with ship operators, make a living using U.S. merchant ships. They need to be consulted more if we are to devise competent loading and discharging methods to handle U.S. flag container ships in unsophisticated areas.

The National Reserve Defense Fleet is in very poor condition, made up of about 40 Victory ships, and some Mariner and Challenger class vessels. The Victories and Mariners are fast approaching the 30-year-old mark and we are left with an alarming shortage of breakbulk vessels. This should be an immediate concern, particularly in view of the fact that neither the Maritime Administration or Defense currently has the financial means to either build up or upgrade the reserve fleet.

Even the newer breakbulk ships face extinction since an operator can not operate these ships in today's market and must turn to scrapping or foreign sale to maintain his financial stability. On the other hand, Military Sealift Command can not charter any great number of breakbulk ships for the simple reason that Defense cargo must and should go first to the newer more economical berth line ships. With declining defense cargoes, that means MSC chartered vessels would have to sail partially loaded or risk competing with the very berth liners Navy seeks to preserve.

This is a dilemma for which I am afraid even Solomon would have no ready solution. In these days of reduced

government budgets, the cost of obtaining an adequate reserve fleet almost makes this a prohibitive approach.

Faced with these facts, it becomes even more apparent that we must find immediate solutions, learn to use what is available and to encourage as strong and active a merchant marine as we can achieve.

Unfortunately this does not match with the goal of a merchant marine wholly economical and productive in stature. It will be necessary to subsidize a larger merchant fleet than perhaps can be economically justified. The cost of this approach can be reduced by consolidation of unproductive companies, by encouragement of coastwise and intercoastal trade and by utilizing our productive merchant fleet in trade zones where it is most competitive with foreign operators.

Astute use of the less productive merchant ships with the military and in lesser trade-competitive zones will require subsidies, but it will be money well spent, balanced to some extent by proper use of our more productive ships.

I think the one area where far too little thinking has been done is in the coastwise and intercoastal trades where, by the very nature of the trading area, it can be classified as protective of U.S. ships.

In the 1930s there were more than 20 coastwise and intercoastal steamship companies. At the end of World War II, few of these companies remained in business, having lost out to the rail and truck lines with their highly competitive rates.

Today, with years and years of energy crises facing us, shortage of rail cars, increased costs and congestion on our highways, I believe it is time to look to a renewal of our coastwise and intercoastal sea trade. With containerization, high speed and productive vessels, I believe ships can be competitive with land transportation. Additionally, expanded reliance on ships could benefit our fuel resources since they could deliver greater amounts of cargo with lesser fuel consumption. As an added bonus these ships also would be quickly available for Defense needs.

A second area for development, I believe, is in the use of nuclear power for ship propulsion. As I previously noted, in the 1850s when our clipper ships were stealing the world trade because of their speed, the military and Congress dragged their feet on promotion of steam propulsion and the screw propeller. History notes that we lost our trade advantages by this lack of foresight.

I believe the United States is committing the very same blunder today by not promoting and building a nuclear merchant marine which at least could be used in the intercoastal trade where it would, I am sure, lead to expanded use in the foreign trade as nuclear powered ships become more productive and their safety increased to the point that overseas ports would accept them without question.

We can again take the lead, as we did with development of the clipper ships and container ships. But we must advance rapidly into the nuclear propulsion age and cease dragging our feet. Our merchant ships can then be self sufficient, not dependent on overseas fuel sources. With smaller sized power plants, they could carry more

Self-sustaining container ships like the Azalea City have high military potential, but are few in number.

Non-self-sustaining container ships are not well suited for military troop supply in a contingency.

cargo at faster speeds thus becoming more productive and competitive in the real sense of the words.

Therefore, I predict for the future a U.S. merchant marine competitive with that of any other maritime power, a regeneration of our coastwise and intercoastal trade and merchant ships which are readily available in military contingencies.

However, I predicate this view of the future on several factors—the realization by all our citizens of the need for a merchant marine, the end of a heads-in-the-sand attitude toward nuclear power, and the dynamic advancement of new ideas and their fulfillment by practical men of business and the real men of the sea, the longshoremen and the sailors who have such a vital and personal stake in our maritime future.

Washington cannot provide one-tenth of the answers. It can, however, provide encouragement and the legislation necessary to generate a rebirth of the United States' maritime heritage rather than another patchwork solution to the problems long inherent in our transportation industry. ⚓

Robert A. Carl, special assistant for transportation to the Assistant Secretary of the Navy for Installations and Logistics, has been involved in every phase of ocean transportation for more than 40 years.

He began a lifelong love of the sea when he first signed on a merchant ship as an ordinary seaman. He worked up to the rank of deck officer with the Clyde-Mallory Line and United Fruit Co. and is one of the few men who can say that he served on a square rigger. He could truly be called a sailor's sailor.

Mr. Carl has had a distinguished career in the Navy and holds the rank of captain in the U.S. Naval Reserve. He has been honored by the Secretary of the Navy with the Meritorious Civilian Award and the Superior Civilian Service Award. Mr. Carl also received the Knight Order of the Falcon from the government of Iceland for his services in helping its merchant marine, and a plaque presented by the United Seamen's Service for his support of U.S. merchant seamen.

From WAR to peace

By Rear Admiral William S. Guest
Commander, Military Sealift Command, Pacific

The years of the Vietnam conflict saw an increase in the activity of Military Sealift Command, Pacific. Having once again met the challenge of conflict, we faced in 1973 the inevitable reduction that follows every buildup. Such is the nature of our operations, and our ability to respond to the changing requirements is the measure of our success in fulfilling our mission.

A look at the statistics compiled through the end of Fiscal Year 1973 provides a good indication of overall operations. Revenue generated was $151.5 million compared to $197.3 million in 1972. Our expense of doing business was $154.9 million compared to $186.4 million in 1972.

The most significant decline naturally was in cargo operations. During Fiscal Year 1973 approximately 4.4 million measurement tons of cargo were lifted in MSC's Pacific zone, down 600,000 measurement tons from last year. By way of comparison, at the height of the Vietnam conflict the average was 10.6 million measurement tons per year in the Pacific area.

Commercial cargo shipping accounted for the largest decrease in gross revenue, $102.4 million in 1973 compared to $136.4 million in 1972. Nucleus fleet cargo revenue the same period was $11.8 million, down $5.6 million from the previous year.

The level of project ship operations remained at nearly the 1972 level with $24.8 million revenue compared to $26.6 million.

The dollar statistics convey the general downward trend of Southeast Asia operations. More meaningful, perhaps, than the dollar figures are statistics in employment within the Pacific area. In January 1973, onboard personnel included 305 graded and 103 ungraded shore staff and 2,317 marine personnel. By the end of the year the figures were down to 292 graded, 88 ungraded and 1,825 marine employees.

Further reductions in employment are foreseen with the continued decline in the level of operations and cutbacks throughout the Department of Defense. The employment outlook, however, is not entirely gloomy. There is a continuing need for licensed diesel and steam engineers and Spanish speaking seamen in our marine work force.

Thus far, through careful planning, we have been able to meet lower staff and civil marine ceilings with only minor reduction-in-force separations. No effort will be spared to accomplish future reductions through retirements, normal attrition, selective hiring and realignment of responsibilities. Our skilled employees are our most important asset, for it is through them that the command maintains the ability to respond to changing requirements.

The Equal Employment Opportunity (EEO) Program gained impetus during 1973. The full time EEO coordinator works closely with the Federal women's program committee and is now an advisory member of the promotion screening board, habitability board, incentive awards committee, performance rating board, civilian marine promotion board, training committee and grievance and disciplinary advisory committee. Three additional EEO counselors have been appointed to provide ready access by employees. The master of each ship has designated a crew member to serve as his EEO advisor at sea. Those named were selected because of the confidence employees have in them and because of their familiarity with personnel regulations and the missions and functions of the command.

Five damage control instructors also have been trained and designated as race relations instructors in ships at sea as part of the civilian marine EEO program. The EEO coordinator has been added to the command inspection team and will evaluate effectiveness of the employment opportunity program in our ships. Twenty-eight employees already have attended formal training courses in the various aspects of EEO.

Minority employment within MSC, Pacific has increased to 40 per cent with the percentage of graded women employees comparable to that of graded male employees. The upward mobility program objective of providing higher grade level opportunity for women is being met and will continue to receive attention in 1974.

Both the size and composition of the MSC, Pacific nucleus fleet changed in 1973. In March, troop transports USNS Barrett and Upshur returned to Oakland from Vietnam service, where they had transported Korean troops between Korea and Vietnam. Barrett was placed in the National Defense Reserve Fleet and Upshur trans-

ferred to the Maine Maritime Academy for use as a school training ship. It was the end of an era that lives in the memory of thousands of American fighting men who rode MSC troopships. But, it was not the end of service for Barrett. September saw Barrett once again at the Oakland piers for reactivation by our maintenance and repair shops and transfer to the New York Maritime Academy for use by midshipmen as a training ship.

The refrigerated stores ships USNS Perseus and Asterion were retired from the nucleus fleet and the cargo ships USNS Kimbro and Miller were transferred to MSC, Far East administrative control. The cargo ships USNS Fentress and Petrarca provided service to Hawaii, Midway, Wake, Canton, Johnston and the Marshall Islands at a cost far exceeding revenue. A time chartered Challenger II class ship, the SS American Racer, was substituted for the two smaller C1 class ships and the mid-Pacific service provided Guam by the faster vessel. USNS Fentress and Petrarca were inactivated.

Unfortunate accidents claimed two command cargo ships in 1973. Sergeant Jack J. Pendleton grounded on Triton Island in the South China Sea and was irreparably damaged by typhoons before it could be pulled free. Sergeant Joseph E. Merrell also was damaged beyond economical repair in a collision with the Liberian motor vessel Pearl Venture. Fortunately, there were no injuries or loss of life in either accident.

During 1973 the inventory of Pacific fleet support ships was increased by the addition of a second oiler, USNS Passumpsic, on July 24, and a fleet tug, USNS Lipan, on July 31. Numerous articles have appeared, and many communications received, concerning the performance of our Charger Log test ship, USNS Taluga. There is no doubt that Taluga has been highly successful in providing service to the fleet.

In the past year Military Sealift Command has become a familiar name to thousands of operating force personnel. People who never heard of MSC or knew nothing of our operations, have a new found respect for the abilities of our civilian marine personnel. Taluga with 105 civilians and 16 man military department, has amply demonstrated our potential for expanded fleet support. On June 15 Capt. Lawrence O. Nassett, master of the Taluga, was awarded the Distinguished Civilian Service Award, and Taluga's Chief Engineer Donald K. McKee was awarded the Navy Superior Civilian Service Award for their performance in the activation and initial deployment of the fleet oiler.

The experience gained with Taluga has been put to use in activation of USNS Passumpsic, and training of her crew. A hard-to-beat team headed by Captain Nassett and Chief Engineer McKee will try to surpass the already enviable record of USNS Taluga.

As a result of operating fleet support ships, special training requirements have been encountered for func-

A 1935 graduate of the U.S. Naval Academy, Rear Admiral William S. Guest was the first carrier-based aviator to sink an enemy ship during World War II.

He has served worldwide in a variety of positions, from commanding officer of the USS Salisbury to duty with the Chief of Naval Operations, with collateral duty as a White House aide.

Among his many awards and decorations is the Navy Cross, the Navy's highest award.

Admiral Guest became commander of Military Sealift Command, Pacific in September 1970.

tions not previously performed in our nucleus fleet ships. Through December 1973, approximately 200 men attended the following formal training with many having been trained on the job.

- Petroleum product handling, a Service Forces Pacific school course providing instruction in storage, handling, transporting and testing petroleum products.
- Underway replenishment training at Port Hueneme, to teach use of burton, housefall and highline rigging.
- Coordinated shipboard allowance list (COSAL) for all department heads and yeoman-storekeepers, a necessary introduction to regular Navy supply and inventory control.
- Electric and hydraulic equipment maintenance and repair, especially aimed at teaching maintenance and underway replenishment gear, and basic solid state and logic schooling to familiarize command engineers and electricians with the intricacies of new control units.
- Emergency shiphandling and tactical maneuvering to teach deck officers the techniques of moving in close company with other ships plus forklift operation to insure a corps of freight movers for underway replenishment.
- Landing signalman techniques for bringing in helicopters or to position them for vertical underway replenishment, in addition to helicopter firefighting classes to assure use of best techniques in case of a helicopter crash on deck, and ship salvage instruction to teach towing, rescue work, and beaching and retracting ships and boats.

The fact most evident to all involved in training and preparing for each new type of ship acquired is that MSC, Pacific has expert seamen, be they deck, engine, steward or other. Knowing ships as they do, they approach the courses with enthusiasm and produce excellent results. There always remains the assembling and drilling of a newly assigned crew to perform team tasks which they have not seen before, but the fine results are the best possible advertisement for MSC proficiency.

The MSC, Pacific special project nucleus fleet was increased by one ship in 1973 with transfer of the cable layer USNS Aeolus to MSC from the U.S. Atlantic Fleet on October 1. The Aeolus is undergoing overhaul and conversion to meet MSC specifications at the Norfolk Shipbuilding and Drydock Co. prior to entering full service.

USNS Kingsport and Flyer of the Pacific special project nucleus fleet were transferred to administrative control of MSC, Atlantic in January 1973.

USNS Huntsville and USNS Eltanin were placed in ready reserve status (RRS) in Oakland in January and February of 1973 respectively, and remained in RRS throughout the year. USNS Thor was placed in RRS in Oakland in mid-December and administrative control was transferred from MSC, Atlantic to MSC, Pacific.

USS Reeves, a guided missile frigate, steams toward Taluga to refuel.

Although not in operating service in 1973, USNS Huntsville was in the spotlight during the year. The officers and men were honored on December 19 by presentation of the Distinguished Sea Rescue Award and the National Safety Pennant for their rescue in January 1972 of all 12 crew members of the burning ship Fiona C. The awards were presented by the American Institute of Merchant Shipping and the Marine Section of the National Safety Council. Captain Krull and his 68 crew members will each receive an individual citation.

Two new military departments were established in the Pacific area command in 1973 to provide fleet communications for USNS Lipan and Passumpsic. The Lipan military department is composed of an officer in charge and five enlisted members. The Passumpsic military department has one officer and 15 enlisted members, as does Taluga. With removal of the transports Barrett and Upshur from service, transport Units One and Two were disbanded.

The beneficial suggestion program here resulted in 206 suggestions being submitted in 1973. Awards of $9,575 were paid Pacific employees for suggestions that resulted in more than $32,000 total savings. USNS Sea Lift was awarded a plaque for the most beneficial suggestions submitted, a total of 36 during the fiscal year.

In all, 1973 was a year of shifting emphasis in MSC, Pacific. As predicted last year, our involvement in fleet support increased and is expected to increase even more in 1974. We have prepared for an expanded fleet support role and remain ready to meet both traditional roles and changing requirements. ⚓

An emphasis on people

By Rear Admiral William M. Pugh
Commander, Military Sealift Command, Atlantic

In 1973, particularly as the year drew to a close, we at MSC, Atlantic found ourselves increasingly concerned with shortages and cutbacks. While reductions in personnel, money, fuel and other resources are seldom easy to deal with, they do challenge our ingenuity and management skills.

Thus far we have met our commitments. While we have seen some changes in our operations as a result of the withdrawal of U.S. forces in Vietnam, we have continued a brisk business and broadened the scope of command activities.

It is impossible to give "full billing" to all the activities and accomplishments of the year, but a scan of the year's highlights reveals that ships were quite rightly our "big show." Acquisition of two fleet support ships and two cable repair ships heads the list. USNS Mosopelea was the first fleet support ship in the Atlantic area. She was transferred from Service Forces, Atlantic to MSC in ceremonies at the Naval Amphibious Base, Little Creek, Va. on July 2.

Capt. John W. Shute represented MSC, Atlantic in accepting Mosopelea into the MSC fleet. After the transfer, Mosopelea went for repairs and conversion to Deytens Shipyard, Wando, S.C., and on completion of work sailed December 10 for Guantanamo Bay, Cuba. There her crew received training and provided services to the Fleet Training Group. The fast-paced operating environment at Guantanamo provided Mosopelea's crew with an intensive indoctrination in Navy operations and procedures.

Since leaving Guantanamo, Mosopelea has been under the operational control of Service Forces Atlantic Eight and has plied the East Coast with tows between various ports.

USNS Marias became our second fleet support ship when on October 2 she was transferred from Service Forces Atlantic. The transfer was made at the Naval Station, Mayport, Fla. Accepting the ship for MSC was Capt. Edward F. Barker, Jr., Atlantic engineering officer.

At year's end the Marias was nearing completion of her repairs and conversion as a fleet oiler in Brooklyn, N.Y. This spring she reports for Sixth Fleet duty in the Mediterranean.

The Marias crew benefited from a comprehensive training package developed by Naval Ships Weapons Systems Engineering Station at Port Hueneme, Calif. During her shipyard period, weapons systems representatives assisted in checking overhauled and repaired equipment.

The cable repair ships Thor and Neptune were acquired from Service Forces Atlantic on July 2 and November 8 respectively. Thor underwent a short repair period and

Rapid activation of USNS Corpus Christi Bay allowed her to perform an important mission.

proceeded directly to work on cable repair operations, first in the Western Atlantic and then in the Pacific. Neptune is completing overhaul and conversion in New Orleans and will soon be operational. Management of logistic support for the cable repair ships was also transferred, and now Cmdr. Ted Nixon, commanding officer of the MSC Office, Hampton Roads, Va., has the job of annually procuring and staging about $1.5 million worth of specialized equipment.

The Hampton Roads office also has assumed another important function—administering military personnel detachments and departments aboard various MSC ships. MSC, Atlantic now controls eight communications detachments. Five, with 37 officers and men, have been formed since July. Marias has the largest military department, one officer and 15 men. Regardless of size, however, these detachments, each of which form a department of its ship, provide reliable secure communications as their contribution to successful missions.

Internal changes within MSC resulted in MSC, Atlantic assuming administrative control of USNS Kingsport, Flyer, and Comet while other factors dictated the inactivation and disposal of USNS Bondia, Gammon and O'Brien. A very rapid activation and development of USNS Corpus Christi Bay allowed her to perform a brief but important mission. Her master and crew turned in a splendid performance. She was again placed in reduced readiness status on November 1. USNS Vanguard has been operating out of Mar del Plata, Argentina since April in support of National Aeronautics and Space Administration's Skylab operations. Vanguard has not only made a major contribution to the success of the Skylab missions, but has conducted an outstanding community relations program which has generated much good will among Argentinians.

The need to conserve funds and manpower has been a consideration in all our command operations. Cmdr. Don Sisson, chief inspector, has scheduled inspections so that one trip allows inspection of two or more ships. Another recent cost-saving action has been combining one of the two semi-annual food service inspections with the annual ship inspection. This is expected to save $7,000 to $14,000 annually. The sharp eyes and minds of our staff engineers achieved a cost avoidance of $450,000 by not installing automated boilers in Thor and Aeolus, after demonstrating that crew costs would increase with automation even though the crews would be smaller.

Our medical department practically deserves an article all its own to tell about the management improvements and costs savings effected in the past year. In June Atlantic's civilian doctor retired, leaving the dispensary 50 per cent undermanned by physicians and faced with an unusually large crewing influx as USNS Corpus Christi Bay and Thor were both being crewed. The medical department implemented mass screening procedures and let contracts with local clinics to conduct many physical examinations.

Although outpatient visits, physical exams, immunizations, laboratory work, X rays, and electrocardiograms doubled, the department kept pace with the workload. Moreover, cost of contracting for medical services was only $1,280, about half the monthly salary of the civilian physician.

In July the medical department implemented a system of tuberculin skin testing which allows civilian marine personnel to receive the test injection and proceed to their ships without a normal 48 to 72 hour delay. Such delays are costly and far-reaching in their impact on readiness of ships.

Each man now carries with him a test card with colored, embossed samples of skin reactions. He compares his own reaction and marks the card at the end of 72 hours, sending the postage paid card back to Atlantic for review and entry into his medical health record. If the result is positive, the man is ordered to the medical facility nearest his ship for X rays.

Through this procedure, a few cases of tuberculosis have been confirmed. The men received proper care and actions were taken to protect the health of the crews involved, without interruption of ship missions.

As personnel reductions have been made, our ship operations division has maintained flexibility by hiring people with seagoing experience to replace marine transportation specialists who retire. Most ship operations employees now have marine experience and can fill-in for absent personnel and handle briefings of masters of time-chartered ships, ship inspections of deck and navigation, on-hire and off-hire surveys, damage surveys, and other ship-related matters.

How can we save fuel? At Atlantic we have come up with a few answers, although we're still looking for more. Our operations people have taken the obvious measures of requiring transits at the most economical speeds, shipboard utilities conservation and the like. They also have achieved some really big savings.

Challenger class time chartered ships formerly made cargo lifts from the East Coast to the Western Pacific and Southeast Asia at speeds of 21 knots. We found that if the ships operated at 18 knots they would save about 5,000 barrels of oil per voyage and take about three days longer to arrive at destination. The dollar savings for oil is about $36,000 and the extra per diem cost is $28,000. This represents an overall cost saving of about $8,000 in addition to the important 28 per cent fuel reduction.

GTS William Callaghan, a high speed, long-term, time charter, roll-on, roll-off ship was being utilized at about half capacity on voyages between New York and Northern Europe. A proposal was made to reduce her operations

from virtually continuous 17-day round trip cycles to a schedule of 14 round trip voyages and six 15-day layups per year. This schedule allows Callaghan to carry the same amount of cargo, while saving about $1 million per year in wage, subsistence and fuel costs.

Three MSC, Atlantic ships and their crews earned the distinction and honor of saving lives at sea during 1973. In January USNS Sgt. Archer T. Gammon, five hours out of Vung Tau, Vietnam, in route to Chinhae, Korea, sighted and rescued a 47-year-old Vietnamese fisherman. The sharp eyes of Third Officer Loyd A. Wetmore had spotted the fisherman among 15-foot swells and amid 35-knot winds. He had been in the water for eight hours without a lifejacket.

In October the Greek freighter Eurygenes caught fire in the Atlantic 800 miles east of New York City. Her distress call was received in Halifax and relayed to USNS Hayes and two other ships. Hayes went to the scene and rescued 36 survivors. She also recovered the bodies of five people who died in the water after waves had smashed one of Eurygenes lifeboats during launching.

In early November, USNS Norwalk rescued three men whose sailing yacht was sinking in 40-foot swells. They were enroute to Bermuda from Solomons, Md. when storms and heavy seas battered their yacht. The stricken yacht was ignored by one freighter and another was unable to maneuver close enough to rescue the desperate crew. Then the Norwalk steamed up, skillfully came alongside and lowered a ladder to the yacht's crew.

Competition was strong among our crews for "Smart Ship" recognition of their efficiency and hard work. Emerging at the top of their respective classes were USNS Vanguard, already noted for her Skylab support mission in the Southern Hemisphere, and USNS O'Brien recently inactivated and disposed of after 27 years service.

Another opportunity for recognition is the Vice Admiral Roy A. Gano trophy for greatest overall improvement in inspection and evaluation areas. This award is indicative of a lot of hard work and the crew of USNS McGraw were deserving of the honor they received when awarded the trophy.

The outlook for the coming year is for more ship acquisitions and new missions. We must continue to apply ourselves to the best possible use of people and other vital resources. We are working on ways of modernizing and standardizing the communications installations on our special projects ships. Our headquarters is planning for consolidation of its communications center with that of Eastern Area, Military Traffic Management and Terminal Service in the next few months. And Defense has announced a relocation of MSC, Atlantic headquarters to Bayonne, N.J. which will require careful advance planning to minimize disruption of normal operations.

Throughout all our endeavors we want our emphasis to be on people. They are at once our greatest, most innovative, most flexible, and most fragile resource. With their help, we know that we in MSC, Atlantic can meet all challenges of 1974.

Rear Admiral William Marr Pugh, commander of Military Sealift Command, Atlantic since August 1970, is a 1942 graduate of the U.S. Naval Academy.

Admiral Pugh holds a master of engineering degree in petroleum engineering from the University of California, Berkeley. A native of Wilmington, Delaware, he has distinguished himself as a submariner during his Navy career.

The Silver Star winner serves as commandant of the Third Naval District in addition to his MSC duties.

Response

The Measure Of Success

By Captain Darrel D. Ruebsamen
Commander, Military Sealift Command, Far East

If, in the future, historians have to apply one description to Military Sealift Command, Far East operations during 1973, it will undoubtedly include the words "continuing change and greater flexibility."

The demands that have been brought about by new modes of transportation and changing geopolitical commitments have caused a significant change in MSC's Western Pacific operations.

Today, transportation officers in the Far East are requiring containers for an expanding percentage of their cargo. Normally this cargo will move under the MSC agreements with commercial container ship operators, in line with current pressures to lift an ever larger percentage of Department of Defense cargo in commercial ships.

At the same time, fiscal pressures dictate elimination of less economical breakbulk modes of sealift. Each of these demands tends to reinforce the other and constitute a continuing move towards more economical movement of Defense cargo.

As anticipated, the past year has brought many changes. MSC, Far East has undergone major organizational realignment, resulting in reductions in force, both of ships and personnel.

The command also participated in several significant operations.

In the 60 days following the signing of the Vietnam ceasefire agreement, MSC, Far East lifted 227,000 measurement tons of cargo from the Republic of Vietnam. Called Operation Roll-Up, this operation required lift of valuable military material out of Vietnam concurrent with the departure of the last U.S. and Korean troops. It involved more than 50 ships of all sizes and types, from 542-class LSTs to C-4s with a heavy lift capability.

Two Korean combat divisions were in Vietnam at the time of the ceasefire. All their equipment, including personal baggage, was lifted to Pusan, Korea. U.S. fixed-wing aircraft, helicopters, armored vehicles, trucks, electric generators and other general cargo was lifted to the United States and ports in the Pacific. The operation began January 28 and ended March 28, 1973 with all commitments met.

With withdrawal of U.S. forces from Vietnam, MSC, Far East was tasked to provide sealift assets to supply Cambodia, a project called SCOOT. A contract was negotiated with Thai Maritime Navigation Co. to provide tugs and barges to move cargo between Thailand and the ports of Kompong Som and Phnom Penh, Cambodia. Throughout the year, SCOOT requirements have grown and MSC, Far East now employs 11 tugs and 14 barges in this lift.

On Feb. 28, 1973 all MSC units in Vietnam were closed down and functions consolidated under the MSC Office, Saigon. In compliance with the Vietnam ceasefire agreement, MSC Office, Vietnam manning was changed from military to U.S. Civil Service on March 16, 1973.

The Vietnam office now has three U.S. civilians and 31 Vietnamese employees. MSC interests in the Vietnam outports are served jointly by Everett Steamship Corp. under an MSC, Far East husbanding contract and by Alaska Barge and Transport, Inc., under contract to the U.S. Army.

In other organizational changes during the year, MSC Unit, Manila was closed because of a continuing reduction in its workload. MSC Unit in Thailand was upgraded to office status to match increased responsibilities. These organizational changes reflect changing cargo patterns in the Far East.

Last year brought an end to MSC, Far East's passenger operations. Department of Defense passengers currently are authorized to travel by ship only when air transportation is medically inadvisable. With retirement of the last two MSC transports in 1973, MSC no longer has a passenger lift capability. USNS Barrett and Upshur each made their last passenger trip in January 1973, carrying Korean troops from Vietnam to Pusan.

After a long and mutually beneficial relationship, MSC, Far East is ending its foreign-manned ship program. In 1951, MSC, Far East, then known as Military Sea Trans-

portation Service, Western Pacific, assumed administrative control of five C1-M-AV1 class ships from the Shipping Control Authority, Japan (SCAJAP). Japanese crews with U.S. mariners in senior officer positions operated these ships. This mixed manning concept continued until 1973.

In 1952, 38 LSTs operated by SCAJAP were transferred to MSC, Far East and were operated by the American Ship Operating Co. until 1962. At this time, Far East took over the 17 remaining ships and crewed them with Japanese mariners.

With the increase in sealift requirements as a result of the Vietnam build-up, Korean mariners were employed to crew additional LSTs and other ships received in 1966. In past years, MSC, Far East has employed Ryukyuan mariners and other foreign mariners for short periods of time.

These programs terminated with the release of the last Korean and Japanese mariners last December, marking the first time in more than 22 years that MSC, Far East has no foreign manned ships in its fleet.

The foreign mariners made a truly remarkable contribution to U.S. security. Their dedication was unsurpassed —some have made the supreme sacrifice. Each has been an important cog in the MSC, Far East organization.

In 1972, six modified 1156-class LSTs joined the Far East fleet under a program designed to update MSC's over-the-beach delivery capability. However, during 1973, due to lower cargo requirements and the fiscal squeeze, it became impossible to continue operating these relatively inefficient ships without heavy monetary losses.

As a result, the six ships were returned to the West Coast to be placed in the National Defense Reserve Fleet at Suisun Bay, Calif. It is estimated that this program will lose more than $29 million before it is finally closed out.

In addition to changes in the LST fleet during 1973, MSC, Far East transferred USNS Cheyenne, Phoenix, Provo, Herkimer, Muskingum and Short Splice to the Maritime Administration for disposal. In turn, the command was assigned USNS Sgt. Andrew Miller and Sgt. Truman Kimbro from MSC, Pacific and USNS Sgt. Morris E. Crain and Wyandot from MSC, Atlantic.

These ships plus USNS Pvt. Leonard C. Brostrom make up the Far East dry cargo fleet. Two oceanographic survey ships and three T-1 tankers are also assigned.

Far East literally has been the proving ground for the CNO-directed Charger Log II program. For more than a

Capt. Darrel D. Ruebsamen, commander of Military Sealift Command, Far East holds a master's degree in management from the U.S. Naval Postgraduate School at Monterey, Calif.

In 1964, Captain Ruebsamen became commanding officer of USS Aeolus and retained that post until November 1965. Later Aeolus was decommissioned and redesignated as USNS Aeolus, and transferred to the MSC fleet.

Before assuming command of MSC, Far East in February, 1972 Captain Ruebsamen was assistant chief of staff for operations and plans at the area command.

Captain Ruebsamen holds many awards and decorations, including the Navy Commendation Medal.

Vietnamese stevedores prepare bombs for loading and return during Project Roll-up.

year, USNS Taluga, an ex-U.S. Navy fleet oiler, has operated as a unit of the Mobile Logistics Support Force of the U.S. Seventh Fleet. The MSC mariner has been proven capable of fulfilling his new role.

This program is being enlarged in the Far East with USNS Lipan (ex-U.S. Navy ATF) and USNS Passumpsic (ex-U.S. Navy fleet oiler) now being operated in support of the Seventh Fleet.

The complexion of MSC operations in the Far East will continue to change. We will see an ever larger percentage of Defense cargo moving in commercial bottoms under MSC container and shipping agreements. At the same time, MSC, Far East is becoming more involved in arranging for special lifts to move essential material into Cambodia. Our role in the Charger Log II program also is increasing.

At the end of 1973, the scope and full impact of the fuel crisis was not clear. However, it is bound to have a significant impact on Far East operations in the months ahead.

During 1974, MSC, Far East will continue to reduce its personnel strength and to consolidate functions in order to provide a maximum mission capability at minimum cost. We will, however, insure that all ships, subordinate offices and headquarters staff are manned with competent personnel at a level that will support efficient operations.

All Navy goals must be met in order to fulfill the requirements for ocean transportation of Defense cargoes in the Western Pacific and Indian Ocean. ⚓

Alaska Barge and Transport Co. provided service to troops in Vietnam for seven years.

Future SHOCK

By Captain Herman E. Fritzke

Commander, Military Sealift Command, Eastern Atlantic and Mediterranean

The Eastern Atlantic and Mediterranean (ELM) area of the Military Sealift Command became a member of the "Future Shock" crowd in 1973. In most of the recent past, the ELM area was an example of stability with a smooth flow of work and without turbulence that has beset some other parts of the world for the last decade.

The effects of the October Mid-East war and the ensuing energy crisis are undoubtedly the significant events. As usual, throughout the year, there were conditions and events which forced continual revising of normal operating methods. Those most apparent were reductions in the fleet of government controlled ships, tankers and dry cargo, that resulted in less flexibility and required better utilization of available lift capability to provide the same economical efficiency, although with some loss of service.

Another was introduction of larger and faster commercial ships in the North Atlantic trade, specifically the 33-knot SL-7 type, each with a cargo capacity of 27,000 tons in containers, and the 21-knot barge ships with 38,000-ton cargo capacity. There is now an awesome tonnage moving through Belgian, Dutch and North German ports that are the dockways of Europe. The huge capital investments required for container and barge systems demand efficient planning and utilization of resources that are abundant in this part of the world. For ELM, which has responsibility for an area which includes 30 countries and 300 ports, the past year was both challenging and satisfying.

It has been a year difficult to evaluate. Much has been accomplished but the accomplishments have had many puzzling aspects.

The numbers of Department of Defense personnel and dependents stationed in Europe, the Mediterranean and the Middle East increased slightly in 1973 to about 590,000. Yet movement of cargo from, to and within the area has dropped from 4.8 million measurement tons in 1972 to 4.1 million measurement tons by the end of 1973. The reasons are myriad but predominant factors are

Cargo is unloaded from USNS Sgt. Andrew Miller at Yokohama.

better utilization of material; lengthening of military tours, which has reduced shipments of household goods, and less incoming bulk coal due to conversion of many plants to locally procured oil. With magnificent hindsight, it is clear that it would have been better had the conversions not taken place.

The movement of petroleum totalled 1.8 million long tons, close to 1972's lift. Petroleum cargo out of the Arabian Gulf dropped from 6.5 million in 1972 to 5.4 million tons in 1973, largely due to a decreasing requirement in Southeast Asia. The effects of the Arab embargo will have a greater effect in 1974.

The fuel shortage has emphasized the need for more efficient operations than ever before. Ships sail full. Refrigerated containers should go direct from discharge to user to reduce the fuel needed to operate cooling equipment. Yet, some measures taken internally in the European countries often are counter-productive to United States logistics management.

As important as our work is, we find that to some agencies local considerations outweigh what we might believe to be best. Reduced work weeks and no driving days limit working hours in which receipts and deliveries can be made, often resulting in dead time and inefficient operation. There has been a lack of bunkers for ships, thus forcing ships to bunker for round trips out of the United States. This means reduced speeds to obtain fuel economy with schedule changes necessary throughout the delivery system. It also means less cargo can be carried as more of each ship's deadweight tonnage must be given to fuel.

In ELM we find it increasingly difficult to procure services, particularly for husbanding or repair of ships and in making arrangements for non U.S. flag lift. The complaint most often heard is that it is too much trouble to do business with the U.S. Government.

Yet, as complex as our procurement practices are, an oft heard complaint is that our cargo documentation is faulty and does not conform with local national requirements. U.S. Coast Guard regulations differ from the widely adopted International Maritime Consultive Organization (IMCO) regulations and errors in manifesting have led to impounding of cargoes by customs, with heavy penalties assessed on the carriers.

In summary, cargo movement, logistic management, and the care and management of ships is not as routine as it once may have been. Systems effectiveness and improvement can be brought about by joint effort of the supply and transportation entities of the services in conjunction with commercial carriers, all of whom must be aware of national interests and sensitivities.

In the Mediterranean sub-area of ELM, MSC tanker consolidations with fleet oilers and aircraft carriers became routine in 1973. MSC tankers consolidate with each other. The Arab embargo may require greater use of MSC tankers to bring Western Hemisphere petroleum to U.S. forces throughout the European command, particularly the U.S. Sixth Fleet.

The assignment of USNS Comet to ELM operational control will provide a much greater capability in making intra-area lifts. Comet will operate principally in the Mediterranean and remain under administrative control of MSC, Atlantic. She will be able to provide fast roll-on, roll-off service to replace the slow, though always reliable, service of USNS O'Brien, which she replaces.

The role of MSC-manned ships in fleet support for underway replenishment and ocean research will expand in 1974. By summer, the MSC civilian manned USNS Marias will be in the Sixth Fleet as a regular fleet oiler. Later an MSC cable layer is expected to join her many MSC cousins, operating in oceanographic, hydrographic, and environmental research in the ELM area.

Direct barge delivery from inland river ports of the U.S. to Rhine River ports in Germany is now an established service. Everything from resupply of outsized items to moving an entire unit's equipment has been done routinely.

To meet challenges of the changing concepts of both Defense sealift and Navy fleet support, several organizational and management changes are expected to be implemented in 1974. Of significant importance is establishment of an MSC representative on the staff of the commander in chief, European Command (CINCEUR) to act as MSC liaison. He will be the MSC representative on all sealift policy matters relating to the command's worldwide mission, and will aid in development of transportation concepts relating to logistical support of CINCEUR's general war plans. Additionally, a plans-fleet support officer billet has been established on the ELM staff to assist in development and coordination of new concepts for fleet support programs in the ELM area.

Navy also has approved establishment of an MSC office in Piraeus, Greece to enable MSC to better carry out the changes in established roles and missions. More than cargo movement is involved as command fleet support ships grow in numbers.

Administrative management actions have been undertaken to support operations as well. To be more effective in area sealift coordination and to be responsive to customer requirements, ELM has developed a computerized statistical data base and will distribute a quarterly statistical abstract of all outbound, inbound and lifts within the area. It also will be possible to prepare reports tailored to specific management needs.

The data source is a monthly computer tape provided by MSC headquarters which records all lifts to, from and within ELM.

This comprehensive data base also will provide ELM operating managers with information necessary for oper-

ational analysis and decision making. Categories of lifts can be analyzed to help in preparing forecasts, or in identification of problems. Hours of manual searching will be no longer necessary and more timely response will be possible in auditing inquiries received from shippers.

A feasibility study is also under way to simplify coding and transcription of outbound lift data and mechanization of breakbulk-container agreement cost sheets, control logs, cross reference listings and reports. This study was undertaken to reduce the escalating clerical burden in processing container shipments.

Determining ways in which more can be done, with less, and sooner will continue. The many crises we face are certainly difficult and demanding, but ELM's can-do attitude will not be supplanted by a "make-do" philosophy. In 1974, it will be business as usual, meeting each new crisis as it develops. ⚓

A graduate of the 1948 class of the U.S. Merchant Marine Academy, Capt. Herman E. Fritzke, Jr. is no stranger to the decks of merchant ships. Before entering the Navy he sailed as a deck officer for steamship companies on both coasts of the United States.

He holds a master's degree in management from the U.S. Naval School of Transportation Management in Oakland, Calif., and was once director of cargo and passenger operations at MSC headquarters. He commanded the MSC, Mediterranean subarea in Naples before taking command of Military Sealift Command, Eastern Atlantic and Mediterranean in September 1972.

MSC-controlled tankers, Exxon Seattle and SS Trojan, transferred fuel during a 20-hour, at-anchor consolidation.

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